

Pengaruh leader member exchange terhadap keterlibatan kerja: studi mengenai implementasi program kepemimpinan pada atasan di plant PT X = The influence of leader member exchange on work engagement: studi of the implementation of leadership program for supervisor at PT X

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Abstrak

Penelitian ini bertujuan untuk melihat peningkatan leader member exchange (LMX) terhadap keterlibatan kerja melalui intervensi program kepemimpinan di plant PT X. Penelitian ini menggunakan desain before-after dan terdiri dari studi awal, intervensi, dan studi lanjutan. Partisipan dalam studi intervensi merupakan pimpinan dan dalam studi awal serta lanjutan merupakan bawahan. Peneliti menggunakan alat ukur LMX MDM untuk mengukur leader member exchange dan UWES-9 untuk mengukur keterlibatan kerja. Hasil survei awal menunjukkan terdapat pengaruh yang signifikan antara leader member exchange dan keterlibatan kerja pada karyawan di plant PT X ($\hat{I}^2 = 0,40$; $r^2 = 0,16$; $p = 0,02$). Peneliti melakukan intervensi program kepemimpinan untuk meningkatkan skor leader member exchange yang harapannya juga dapat meningkatkan skor keterlibatan kerja.

Hasil intervensi menunjukkan, terdapat peningkatan pengetahuan setelah partisipan mengikuti pelatihan kepemimpinan. Namun, partisipan belum secara konsisten menerapkan tingkah laku yang dapat meningkatkan kualitas hubungan atasan bawahan. Hasil studi lanjut setelah intervensi, menunjukkan tidak terdapat peningkatan skor leader member exchange dan keterlibatan kerja. Dengan demikian, maka diusulkan saran untuk dapat mengoptimalkan hubungan atasan bawahan di plant PT X antara lain, menjadikan one on one conversation sebagai kegiatan rutin, pemberian umpan balik konstruktif sesuai pedoman, membangun hubungan berlandaskan rasa saling percaya, dukung, dan dapat saling mengandalkan serta apresiasi kepada tim yang konsisten menerapkan kegiatan yang dapat mengoptimalkan kualitas hubungan dalam tim.

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This study aims to investigate an increase in the relationship between LMX to work engagement through leadership intervention programs at plant PT X. This study used a before-after design and consisted of three stages, namely initial study, intervention, and further study. Participants in the intervention study were leaders and participants in the initial and follow-up studies were subordinates. Researchers used the LMX to measure the leader member exchange and UWES-9 to measure work engagement. Preliminary survei results showed that there was a significant effect between the leader member exchange and work engagement on employees at plant PT X ($\hat{I}^2 = 0,40$; $r^2 = 0,16$; $p = 0,02$). The researcher conducted a leadership intervention program to increase the score of leader member exchange which are expected to also increase the score of work engagement.

The results of the intervention showed that there was an increase in knowledge after participants took part in the leadership training but participants had not consistently applied behavior that could improve the quality

of subordinate supervisors' relationships. The results of further studies showed that there was no increase in LMX and work engagement scores between before and after the implementation of leadership intervention. Thus, suggestions for optimizing LMX in the plant PT X include making one on one conversation a routine activity, providing constructive feedback according to guidelines, building relationships based on mutual trust, support, and mutual dependence and appreciation to teams that consistently implement activities that can optimize the quality of relationships within the team.